



# Improving the Effectiveness of Business Banking Loan Processing and Cross-Selling Activity Using Systemic Design Thinking Case Study: Bank Dewangga Indonesia (BDI)

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**ABSTRACT:** Technology and Digital Transformation have been growing swiftly, and the world seems borderless with the existence of the internet. This is undeniably affecting all of the industries in the world, and the banking industry is a part of it. Currently, the customer prefers to do it whenever and wherever they are, of course with the help of the internet. It also occurred in loan processing. The faster the services and processes, the more loyal the customer is to the bank, and the more profit that the bank will gain. BDI, as one of the State-Owned Companies in Banking, has been trying to transform the business process from a traditional way to a digital bank that can seamlessly accommodate all customer needs. BDI is aware that depending on loan products is not sustainable for the business; once the business in a country falls like it was at the beginning of Covid-19, the company could not avoid the negative impact, the loan quality was declining, and of course, the profit is shrinking compared to previous years. This research aims to identify BDI's effectiveness in business banking loan processing and cross-selling activity. It will also assess which part of the business systems can be improved or even transformed into new business processes. The business process is quite complex and related to each other; for this qualitative research, the author uses the systemic design thinking method with six main processes: inquiring, framing, formulating, generating, facilitating, and reflecting. The result of the study found that the current business banking loan processing and cross-selling activity is not fully effective and not optimal to support and compete in the market. In the conclusion, author also listed some recommendations to improve the effectiveness of loan processing and cross-selling to lift the company's profit.

**KEYWORDS:** Cross-Selling, Digital Transformation, Loan Processing, Relationship Manager, Systemic Design Thinking

## I. INTRODUCTION

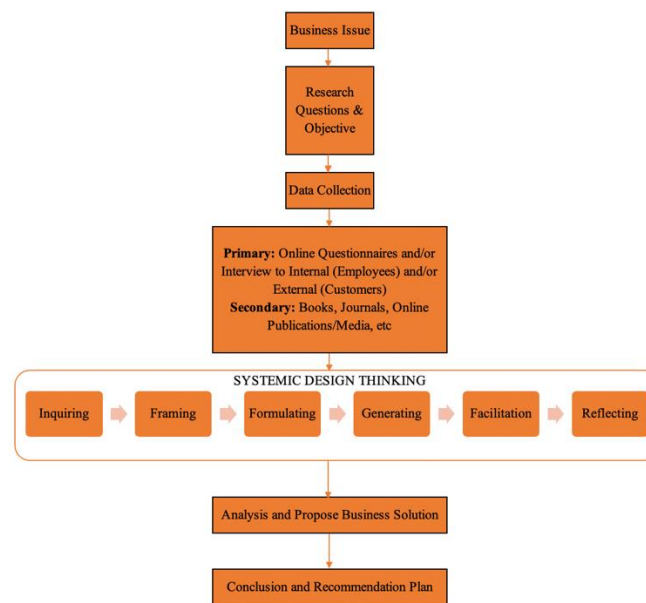
Digitalizing banking and financial transactions are some developments that have occurred and are indicated in people's daily activities. Still, there are many more uncertain things that may arise and have an impact on the bank. A bank must serve clients as a platform for financial transactions. In addition, banks must deliver the money they have collected from their consumers through banking loans to those customers. Undeniably, the bank's funding and lending services cannot be separated during its business. Nobody foresaw the Covid-19's arrival, including the bank. The unavoidable result is a loss of profit; one of the primary causes is the rise in Non-Performing Loans (NPLs) due to the debtor's payment default to the bank. Indonesia, being a country with a large population and with the government's development strategy and activities, Indonesia has excellent potential to become one of the world's economic superpowers in the future. Most of the business which use bank loan are also in difficulty, as the business did not run as smoothly as anticipated, reducing their ability to repay the bank loan's interest. Many of them have defaulted on interest payments and requested credit restructuring. The loan restructures may be in the form of interest rate discount, the extension of credit period, reduction of principal and interest arrears, additional loan, or credit conversion. (Otoritas Jasa Keuangan Republik Indonesia, 2020).

To avoid a repeat of this situation in the future, the bank as a business must have some significant plans that are both sustainable and flexible to any problems or changes that may arise in the coming years. Innovation in technology, global economic issues, force majeure, and any other contingency could jeopardize business continuity. In the business loan process, for example, some banks in Indonesia are slowly transforming their business from traditional to more sophisticated with digitalization. Previously, it may take years to change the company. Still, the situation of Covid-19 is a massive trigger for every business in Indonesia, especially Banking Industry, so they have to adapt rapidly, be agile to every change, and be aware of any obstacles that could come again in the future. The bank realizes that sticking to this traditional way of business is not a great move to stay strong and sustain in the industry.

**II. BUSINESS ISSUE EXPLORATION**

**II.A. Conceptual Framework**

A conceptual framework is an analytical technique for gaining a holistic and thorough knowledge of a situation or phenomena. It is also frequently used to illustrate an important concept or set of variables and the relationship between them. In this paper, the conceptual framework is used to describe the significant factors and the relationships, to analyse the internal analysis of the current loan process and cross-selling activity by the company, and to comprehend the strategy to fix the business process and maintenance issue.



**Figure 1.** Conceptual Framework

**II.B. Research Analysis**

Systemics Design is a result of combining system thinking and design thinking. As a result of systemic design, organizations may see issues from a variety of angles. It allows us to empathize with our stakeholders deeper while collaborating with them to build a more comprehensive picture of the problems. Using a systemic approach, groups may push boundaries, build shared frameworks of reference, envision alternative paradigms, and align activities to handle complex circumstances better. Systemic design is a method for collaborating to act, reflect, and learn about our daily lives. Complexity, uniqueness, conflicting values, and uncertainty about goals are all characteristics of the conditions for which systemic design is most suited. Using a systemic approach, stakeholders with opposing values can collaborate to develop new frames of reference and approaches to old problems. Adopting new viewpoints can unlock the potential for significant innovation and discontinuous improvement. Systemic design swiftly transforms creative ideas into concrete actions to better the situation and proactively establishes mechanisms to adapt to a changing context. Systemic design aids a customer in making significant progress on their most challenging problems (Ryan, 2014).

Methods and methodologies are used to implement a systemic design mindset in practice. A methodology is an abstract logic that involves a broad range of systemic design applications, whereas a method is unique to a specific user in a single context. Methodologies call for a consistent set of steps from the beginning to the end of a project. According to Shimon Naveh in his theory of systemic operational design, “the process of Systemic Design consists of six primary activities: inquiring, framing, formulating, generating, facilitation, and reflecting” (Naveh, 2009).

Inquiring, in this process, a group or company needs to reach out to others' knowledge outside the team's existing understanding and perspectives. This is to bring external references to the group. **Framing**, the second process, is to frame the complex situation. The purpose of framing is to establish a shared reference frame, which is necessary for shared meaning and comprehension within a team and to view the same situation from a different angle. **Formulating**. Based on a common framework, the team generates ideas for using the situation's potential to retain and nurture stakeholder value. Throughout the formulation, the



design team gradually materializes concepts, giving them shape. Generating this act of generating serves various objectives. It is meant to enhance the situation for stakeholders and promote learning among team members and stakeholders. Because the environment is constantly changing and the team's comprehension is flawed, actions taken to enhance a complicated situation will never generate the desired outcomes.

Facilitation, this process influences how the team transitions from one activity to the next and the mechanism by which each activity is completed. Facilitation is widely characterized as establishing and enforcing rules for participant conduct, determining the number and size of sub-groups for each activity, deciding when and how long to utilize systemic design methodologies, and documenting the project's outcomes. Reflecting, it is the cornerstone of all other systemic design processes. Reflection allows for rethinking, reformulating, and learning from activities that generate results. Through reflection on action, teams have a more excellent knowledge of what they have done and how their thoughts lead them to act in a particular manner as opposed to others. Reflection varies from introspection in that it requires a certain amount of distance and a foil for reflection: an external reference that, under its dissimilarity, provides a more critical understanding of the self. Therefore, reflection is the most important activity for systemic design to function as a learning system.

**II.C. Business Issue Analysis**

**II.C.1. Inquiring**

An empathy map is a method used to illustrate a person's perspective to better empathize with them by collecting what they say and do, think and feel, hear and see, as well as their hopes and fears in their own words to conduct the research for this study. Author conduct some interviews in this phase of analysis.

**Table 1.** Empathy Map Analysis

|  |  |
|--|--|
| <b>SAYS</b>  | <b>THINKS</b>  |
| (1) "Too many tools that are not integrated"<br>(2) "Not adaptive with the fast pace of world transformation, especially in digitalizing the business"<br>(3) "The manual process of credit in corporate segmentation needs to be changed"   | (1) The tools should be integrated, or it could be better if there's one primary tool for the end-to-end credit process.<br>(2) BDI needs some business transformation, more agile and adaptive to the digitalized world<br>(3) Digitalize the process to make it faster and translate the data using advanced technology to boost the process |
| <b>DOES</b>  | <b>FEELS</b>   |
| (1) Still working on it as the guidance but wasting time.<br>(2) Compared to other banks, especially State-Owned Banks.  | Inefficient, Ineffective, Too Much, Confused, Eager to do something, Curious, Exhausted with the manual process that took a lot of time.   |
| <b>PAIN</b>  | <b>GAIN</b>  |
| (1) The tools are not integrated, and it takes much time for RMs to process the credit. Some of the RMs time is wasted.<br>(2) The company has many prospective underperforming products.<br>(3) There is no other way than to still work on the process, no matter how long it takes to finish the credit process | (1) Current tools are helpful because RMs only need to fill the fields already provided in the web-based application.<br>(2) Following the forms currently provided for the process. Even though it takes time, RMs understand the critical point when he works on the credit proposal.  |

**II.C.2. Framing**

To capture how variables impact one another in the excellent credit and cross-selling process. The causal loop diagram identifies essential factors, illustrates influence with arrows, and labels the influence as proportionate or inverse. the Credit Tools Effectiveness can be one of the main points in the system if the tools that the company uses are capable of capturing the needs of

credit analysis that conducted by the RMs/SRMs and applied high technology in the process, it will positively impact to the ease of loan processing, and it also has the impact to the credit analysis quality. On the other hand, if it's not practical and efficient or still manually processed, it also will impact the loan processing that, of course, will need more time to analyze.

This will also affect the competitiveness of loan processing in the market. When the process of credit is seamlessly easy and fast, the RMs/SRMs' performance will also improve. On the other hand, it will stagnate or decline if the credit processes are still not as advanced as expected to compete in the market. The next thing to be concerned with is Loan Quality Performance; this situation depends on internal and external factors. The quality of credit analysis can manage the inner element. The deeper the investigation, the loan quality possibly can be monitored carefully. This deep analysis requires another support which comes from the Credit Tools itself. The company can reduce the risk of human errors and fraud using advanced technology adapted from Credit Tools. The main goal for BDI is to get as much profit as possible but also to reduce the risk and apply an effective and efficient business process (lending and funding).

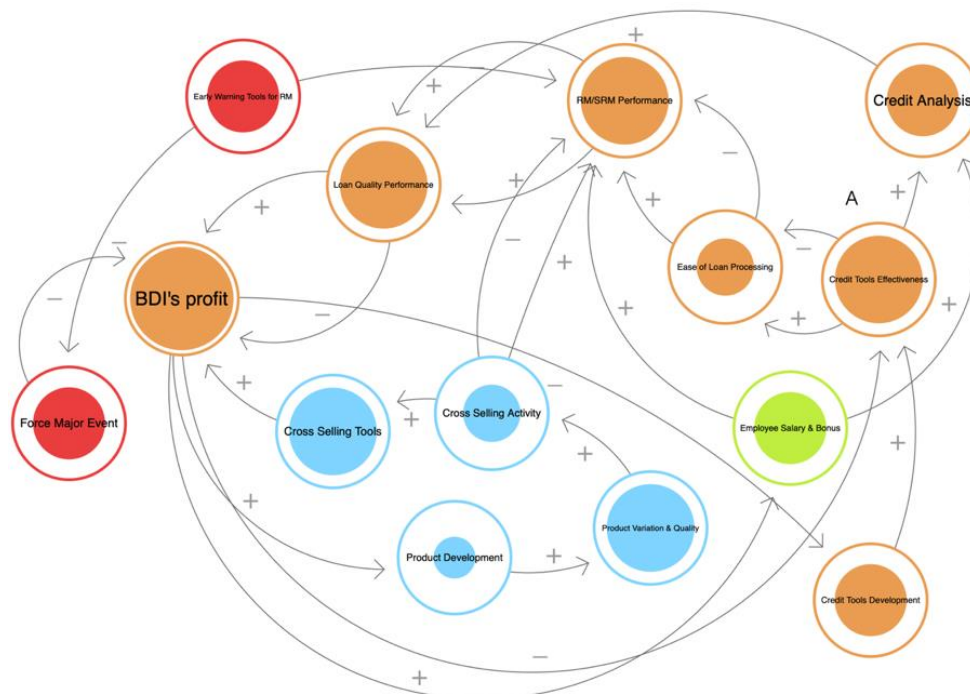


Figure 2. Causal Loop Diagram Analysis

In the other part of the CLD, some points affect the effectiveness of gaining profit: Cross Selling Activity. In this CLD, the author tries to capture the perspective of RMs/SRMs when they cross-sell to sell other products such as saving accounts, investments, bank assurance, etc. To sell it, the company must prepare a competitive product in the market, so the customer can be attracted to the product and eventually will use many products of BDI instead of only having lending products. However, the cross-selling activity also needs a platform or cross-selling tools to provide the process. This action will involve other divisions, not only the RMs or SRMs as the actor. If the process is still manual, it will not be seamless, and the RMs/SRMs will not be fully willing to sell the funding products or even refer the leads to another funding team.

The company also needs to be aware of the significant external risk that couldn't be controlled, such as the Covid-19 pandemic. However, this impacted the company's profit; the only way to reduce the risk is to prevent it by Early Warning Systems that can see the possibilities of the threat before it happens or worsens. This tool/system can help the RM/s/SRMs performance as well, so they can track and prevent the negative impact. Another thing related to this system in business banking lending processes is employee satisfaction in terms of Salary and Bonuses. The bigger the salary and bonus, the employee (in this case, the RM and SRM) will be more enthusiastic and motivated to do better things at work. But again, this also depends on the profit the company earned. The author also sees Credit Tools and Product Development as a pain point that cannot be ignored. When a company puts



a lot of effort into developing advanced tools and competitive products, the lending and funding process will be more straightforward.

*II.C.3. Formulating*

After comprehending the empathy map and CLD on the success of the loan and cross-selling processes, the author attempts to elaborate and connect the dots between the employee's pains and concerns and the elements that genuinely influenced identifying the main problem. The following table depicts the outcome:

**Table 2.** Formulating Analysis

| Inquiring   | Framing  | Root Problem  |
|---|--|---|
| Manual form for loan processing.  | Digitalized tools will effectively boost the process and help the RM and SRM do their jobs.  | One of the most crucial factors that need to be concerned is the process of its loan. RMs and SRMs need more time to work on the loan application. The company still uses manual form in loan processing, especially in the Corporate Loan segment. |
| Too many tools and those tools have not been integrated.                          | Capability to integrate all the tools currently used in the company, the tools development project, and software quality. It should have helped the RMs and SRMs.          | Different views and objectives when developing the projects. The project team might be built it separately. However, the integration does not happen for years.   |
| Lack of application usage   | Availability of RMs or SRMs time to operate all the tools. It also should be supported by cooperative governance for all the RMs and SRMs.                                 | RMs and SRMs are mainly focused only on lending products. The RMs and SRMs abandon the other tools that are supposed to be the tool for cross-selling.  |
| The function of the application is unclear or does not help the business process. | Quality of the application and the way it developed. The vision of its application also needs to be revisited.   | Lack of research when the application was developed. The project might not run as smoothly as predicted initially, so the application functionality doesn't meet the needs of RMs and SRMs.   |
| Quality of analyzing the credit application                                       | Quality and capability of human resources. Governance and regulations. Digital tools to help the process be more accurate.   | Lack of quality and capabilities of human resources due to the workload of RMs and SRMs. The eagerness to learn is lesser than the pressure from the target that needs to be reached as fast as they can.   |
| Loan quality performance and employee performance                                 | An early warning system will help prevent a significant negative impact on the loan quality and performance of the RMs and SRMs, primarily when an important event occurs. | No system can detect the probability and possibility of loss to control and help the monitoring of the RMs and SRMs to their credit portfolio.  |
| Salary and Bonuses  | New KPI calculation to boost the RMs and SRMs performance.   | Cross-selling actions don't count as RMs and SRMs achievements. However, the company still expects the employees to sell any products they have without any interest or enough bonuses or incremental salary and position.                          |



| Inquiring   | Framing   | Root Problem   |
|---|---|--|
| Product quality and competitiveness compared to other banks           | The feedback and interest from the customers in the company's products, marketing, and business strategy. | Don't skip customer experience and feedback to upgrade the quality and attract people to buy or use the products. Customer feedbacks need to be adequately accommodated and seriously. Otherwise, the competitor will take the chance.                         |
| Redundant data and reports that spent a lot of employees' time daily. | The synergy between all the divisions. Single source of truth.  | Most of the data and reports requested by the team are redundant and asked repeatedly. There's no single door to report with the same format for all the divisions.  |
| Too focused on lending products and interest from lending             | Cross-selling action is not adequately implemented. No controls and tools to ease the process.            | RMs and SRMs are basically on the lending side. But they also need to help the company sell funding and other products to boost the profit. However, they are not motivated enough to do that. Time is one of the considerations for them not to act that way. |

*II.C.4. Generating*

To gather and translate the problems into insightful and valuable ideas, the author uses interviews and the small forum group discussion (FGD) technique. By involving sources from any background and disciplines in the same meeting, the conversation and discussion may go beyond and bring up some feedbacks that might be useful in solving the problems. The following are some of the issues that have been brought up and the solution that has been found to address them:

**Table 3.** Generating Analysis

| Inquiring  | Framing   | Root Problem  | Generating  |
|--|---|---|---|
| Manual form for loan processing.                         | Digitalized tools will effectively boost the process and help the RM and SRM do their jobs.   | One of the most crucial factors that need to be concerned is the process of its loan. RMs and SRMs need more time to work on the loan application. The company still uses manual form in loan processing, especially in the Corporate Loan segment. | Transform the process of credit from manual to digital process effectively  |
| Too many tools and those tools have not been integrated. | Capability to integrate all the tools currently used in the company, the tools development project, and software quality. It should have helped the RMs and SRMs. | Different views and objectives when developing the projects. The project team might be built it separately. However, the integration has not happened for years.  | Combine the existing tools or develop a tool for the credit and cross-selling processes and integrate all the current tools and data. |
| Lack of application usage                                | Availability of RMs or SRMs time to operate all the tools. It also should be supported by cooperative governance for all the RMs and SRMs.                        | RMs and SRMs are mainly focused only on lending products. The RMs and SRMs abandon the other tools that are supposed to be the tool for cross-selling.  | Create a new motivation and pressure in the form of regulations that allow RM and SRM to use the tool maximally                       |



| Inquiring   | Framing   | Root Problem  | Generating   |
|---|---|---|--|
| The function of the application is unclear or does not help the business process. | Quality of the application and the way it developed. The vision of its application also needs to be revisited.  | Lack of research when the application was developed. The project might not run as smoothly as predicted initially, so the application functionality doesn't meet the needs of RMs and SRMs.   | Set clear and firm objectives in product or tools development projects. Involve some experts in deepening the research to ensure all the needs will be covered in the tool.  |
| Quality of analyzing the credit application                                       | Quality and capability of human resources. Governance and regulations. Digital tools to help the process be more accurate.  | Lack of quality and capabilities of human resources due to the workload of RMs and SRMs. The eagerness to learn is lesser than the pressure from the target that needs to be reached as fast as they can.                                 | Should be selectively recruiting competent and passionate human resources that want to learn new things, including the way of work in the company, also creating governance to motivate and regulate the credit process to prevent errors in analysis. |
| Loan quality performance and employee performance                                 | An early warning system will help prevent a significant negative impact on the loan quality and performance of the RMs and SRMs, mainly when an important event occurs. | No system can detect the probability and possibility of loss to control and help the monitoring of the RMs and SRMs to their credit portfolio.  | Maximize the current system or tool to detect the possibility of loss or build a better version of the early warning system included in a tool for an end-to-end credit process, not make it separately.   |
| Salary and Bonuses  | KPI calculation   | Cross-selling actions don't count as RMs and SRMs achievements. However, the company still expects the employees to sell any products they have without any interest or enough bonuses or incremental salary and position.                | Creating new KPIs to boost RMs and SRMs performance.   |
| Product quality and competitiveness compared to other banks                       | The feedback and interest from the customers in the company's products, marketing, and business strategy.   | Don't skip customer experience and feedback to upgrade the quality and attract people to buy or use the products. Customer feedbacks need to be appropriately accommodated and seriously. Otherwise, the competitor will take the chance. | Gather feedback from customers and improve product quality to compete in the market.   |
| Redundant data and reports that spent a lot of employees' time daily.             | The synergy between all the divisions. Single source of truth.  | Most of the data and reports requested by the team are redundant and asked repeatedly. There's no single door to report with the same format for all the divisions.   | Provide a single source of data that can be accessed by all the authorized divisions in the company, also apply one format for all.  |



| Inquiring   | Framing   | Root Problem   | Generating  |
|---|---|--|---|
| Too focused on lending products and interest from lending | Cross-selling action is not correctly implemented. No controls and tools to ease the process. | RMs and SRMs are basically on the lending side. But they also need to help the company sell funding and other products to boost the profit. However, they are not motivated enough to do that. Time is one of the considerations for them not to act that way. | Promote other non-lending products to increase the awareness and knowledge of its products in the market, then cross-selling from RMs/SRMs to other divisions and vice versa. |

### III. BUSINESS SOLUTION

#### III.A. Facilitating

##### III.A.1. Digital transformation to build an integrated tool for credit processing and cross-sell

BDI needs to be ready and, moving forward, finish what was already started in digitalizing the business process. However, this is not easy. BDI needs to categorize and break down all the needs built and applied in a system to change the business. The impact will be significant. RMs and SRMs will have more time to build relationships with the customer and discover new potential leads while also working when they are working on other tasks, anywhere and everywhere. It has been discovered that BDI has a lot of credit and business applications, or tools currently applied in all the processes of business banking, especially loans. The bad thing is that those apps are not integrated.

Some options can be considered when working on the transformation project. First, the company can build a single tool of credit and leave all of the current applications behind. Second, the bank will build a tool of credit that will be used as a single source of credit tools processing, then all the applications that have been built and used before will transfer all the data to the new tool. The last option is to buy a license, permanently used, or subscription method of use to an existing tool that is already there in the market. The company will hire a party with a tool solution to solve the problem in BDI.

##### III.A.2. Objectives and visions

When working on a project, the team must agree on the project's goals and vision. Precise and robust objectives and visions may be used as a guide to ensure that it meets the demands. Simply using the 5W1H (what, who, where, when, why, how) project management method to breakdown and measure the needs, below are the details:

- What are the problems?  
Those are the effectiveness of the current credit tools; there are too many tools that the RMs/SRMs must use in their daily working activity, and those tools mostly stand in different lines, which means it does not integrate. The company's motivation is not clear enough and not strong enough to boost the requirement of job activity that the corporate wanted too many tasks. The cross-selling process is still hard to do because they have to do it manually from the beginning to the end of the process, even though they mostly do not get the information about the progress of their referral to the sales team.
- Who is affected by the problems?  
RMs and SRMs are the ones who are directly affected by this situation. They are the business's front face and the first line warrior to promote the company to customers and potential customers.
- Where is the area that gets affected by the problems?  
BDI's business in general, from lending to funding and services.
- When did the problems occur?  
It has been happening for years until today. BDI's business has not fully adopted the digitalization process (it will be that way). In the meantime, while BDI is still transforming the business, other banks are doing the same thing; even some of the banks might have been implementing the project years before BDI did the semi-transformation from manual to digital.
- Why did these problems occur?





BDI is a big company with excellent performance and one of the most excellent companies in the banking sector in Indonesia. However, the world is rapidly changing regarding advanced technology, the internet, business model, etc. While a company is way too dependent on the traditional business model, it potentially struggles to survive.

- How to solve the problem?  
Change the process by transforming the system.

### *III.A.3. Project initiation, collaboration, and integration*

With a complex situation and many internal and external regulations by the regulators that need to be fulfilled, the business is pretty sensitive and essential for the country and the people. By understanding the problems, BDI needs to initiate projects to help transform the business. Initiating the project must be appropriately arranged and accurate to hit and solve the problems in a company, especially in BDI. It needs to be accurate, fast, and specific, but also not skip the risk mitigation and management. To capture the needs of BDI, the project team must conduct and collaborate with all of the divisions, from the business team to the supporting team and, of course, the technology team and human resources. All related parties must jump in together with the same project vision and objectives.

Not only collaboration but also integration, some of the business tools are already there and have been implemented for years in BDI. Nevertheless, like the author mentioned above, most tools are not integrated. RMs and SRMs will lose much time in utilizing all the tools. This is not effective and even brought another problem to the business. The work process becomes inefficient and cannot be maximized in all places and conditions. To add more, Covid-19 led some companies in the world to adapt to the new system of working, which is Work from Home (WFH) or even Work from Anywhere (WFA). The author realizes that as part of essential businesses that also contain many sensitive and private data, the banking sector will still need confidentiality in doing business. However, some business processes can be shifted and transformed to be more agile, not dependent on Work from Office (WFO).

### *III.A.4. Governance*

Governance involves executives regularly reviewing the effectiveness of current credit and cross-selling tools. It is challenging to promote a successful program without them. Internally, BDI must set new or change some of the governances related to the business process (lending and funding). Also, externally, the digital transformation must still follow the provisions determined by the regulator. Another thing that is also important is the internal governance to support the changes inside BDI, which is the human resources related. Things like salary, bonuses, and motivation might be needed. Setting new KPI for the RMs and SRMs will be one of the solutions that can boost the performance and willingness of the RMs and SRMs to do the new job that is very different from their current daily activity. It is vital to ensure the people behind the tools because the upgrade version of business tools cannot be operated automatically by the machine.

### *III.A.5. Agile Transformation*

According to the author's research by interviewing some RMs and SRMs, credit processing using the available solutions is time-consuming, taxing, and increasing revenue by upselling more items requires even more work (lending or funding products). There are ways to improve the credit and cross-selling procedure to be more productive, efficient, adaptable, and responsive to new circumstances:

- Adopt and configure the best practice from the market
- Buy the best solution or tools license from an IT solution provider
- Adaptive to change
- Involve experts and utilize the sources from internal and external

### *III.B. Reflecting*

Transforming the traditional system made and used for years in a big company like BDI is not that simple. The changes will affect many departments from the beginning to the finalization. Introducing a new way of business can be tricky because people are usually intended to deny the changes because they need to learn new things and improve themselves. Involving related parties from internal to external is also a challenge for BDI. Digital transformation is needed to make BDI stay on the right track in the



banking industry in Indonesia and globally. This digital transformation in terms of end-to-end credit process, credit tools, and cross-selling tools is undeniably needed in this fast-moving industry.

According to Schön (Schön D. A., 1987), reflective practice is capable of self-transformation and (dis)continuous improvement, both at the level of the individual and the team. Reflection is, therefore, the most critical activity for systemic design to operate as a learning system. In this research, the author makes a reflecting analysis with three stages or events: "Gotcha," the understanding, learning, and figuring out phase of the truth that happened. In the reflecting phase, the method allowed requires a certain distance, such as an external reference. The ideas can also gather in this phase. The second is "What are the problem solutions?" This describes what solution can be done to end the problem. Last is "What if?" it is a mindset or perspective that may happen if something was or had been different in a particular situation while doing the transformation using the systemic design thinking method.

**Table 4.** Reflection Analysis

| Gotcha!   | What is the?  | What if?  |
|---|---|---|
| <p>Understanding, learning, and figure out the truth. Then, get the ideas "Gotcha!"</p> <ul style="list-style-type: none"> <li>• Have not integrated the current tools that exist in BDI's credit process</li> <li>• Lack of motivation from RM to do Cross-Selling</li> <li>• No governance and policy that can boost the RM/SRM's performance in Cross Selling</li> <li>• Redundant process of the current tools</li> <li>• No single source of truth of database. Still need to ask to RM/SRMs manually</li> <li>• Too focus to loan products, instead of optimizing the bigger picture of BDI products</li> <li>• Manual processing in credit, time consuming.</li> </ul> | <p>Describe the solutions</p> <ul style="list-style-type: none"> <li>• Build an integrated credit and cross-selling end-to-end tool</li> <li>• Set new governance &amp; policy (KPI) to boost RM/SRMs' performance</li> <li>• Provide the database for all the activity of RM/SRMs which will be documented in the credit tool, also as single source of data                             <ul style="list-style-type: none"> <li>• See the bigger picture and opportunities of BDI's products, not only to loan.</li> </ul> </li> <li>• Conduct corporate transformation to digital (banking system), to minimize the manual process</li> </ul> | <p>A question about what could happen or what have been happened If something was or had been different in particular situation</p> <ul style="list-style-type: none"> <li>• Identify the changes in particular circumstances, set other interview and research or can be done by the workshop with related team/users</li> <li>• Ask for help from the expert such as business and IT consultant, to gain deeper and wider perspective of the system transformation</li> <li>• There might be some adjustment and adaptation inside the company while the new system of business applied</li> <li>• Create the parameter of success, to reflect and re-evaluate the strategy.</li> </ul> |

**IV. CONCLUSION AND RECOMMENDATION**

BDI is still immensely struggling in loan processing in terms of effectiveness. There is some ineffectiveness in loan processing, such as too many credit tools used by RMs and SRMs, which have not been integrated. RMs and SRMs spend much time using all the tools; some redundant processes and input are done many times or even repeated in different credit tools. Not only that, but there are also many administrations process that still needs to be done manually; the digitalization process is not fully applied in BDI's loan processing. This process is time-consuming for the RMs and SRMs and a bit outdated compared to the rapid transformation of digital business.

Another thing to be underlined is the traditional point of view of the business. BDI is a little bit traditional, which is still expecting the business return from interest income that comes from lending activity. If talking about the source of profit, there are more things than interest income; funding products and services are also effective in boosting the profit. BDI is still doing the cross-selling process manually. RMs and SRMs are also demotivated with 'additional' jobs; currently, RMs and SRMs in BDI are designated to distribute the money through lending products. Their KPI is also based on lending performance. The problem is that the governance, policy, and motivation from BDI's management regarding the cross-selling activity to RMs and SRMs is still



minimum. In terms of salary, bonus, or any reward for their extra achievements. It may be there, but still not enough to boost the motivation.

The first thing that can be done to solve the ineffectiveness of RMs and SRMs credit tools is to build a new credit processing tool that can accommodate end-to-end credit processes from lead management to monitoring. An integrated and advanced credit processing tool is undeniably necessary for BDI at this time. While doing the digital transformation inside BDI regarding credit processing tools, BDI must set the new KPI and governance for RMs and SRMs. This is urgently needed because the transformation will impact many current working systems in BDI, especially in business banking loan processing. BDI cannot stand with current governance while the system is about to change. To support a new way of business from lending only to all products or cross-selling and up-selling activity. The RMs and SRMs also need another platform to do that activity. If BDI can provide cross-selling tools that are integrated with the credit tools that the author mentioned before, the business process of BDI, from lending to funding and vice versa, will be seamless, and the business activity documentation will also be captured well.

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